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MAG NEWSLETTER

June 1978

DCI MAG MEETING WITH MR. CARLUCCI

The new DCI, Mr. Carlucci, met with the DCI MAG in mid-April to give us his first impressions on the status of the Agency and to discuss several problems he is concerned with that might interest the MAG. With respect to allegations of Agency wrong-doing, Mr. Carlucci noted that if the Agency has been at fault, it was largely in trying to be too responsive to the political powers that made decisions on what they would like the Agency to do. ~~But~~ ^{He} sees attitudes toward the Agency as being cyclical. ~~His~~ ^{He} opinion is starting to swing around toward support for the Agency.

~~The American public is a good deal more conservative in its approach than the U.S. Senate; the House of Representatives is more reflective of the national mood than the Senate.~~

~~But~~ Even on the Hill, the mood is changing--former critics are showing concern for the Agency's effectiveness. These changes have been helped along by Soviet actions in Africa. Indicative of the changing attitude is the favorable re-action to our budget request.

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The DDCI advised that he was distressed by the lack of
cross-cutting managerial tools [REDACTED] ILLEGIB
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~~to do this~~ we need some planning/evaluations/systems managing capacity that cuts across all areas of the Agency. This doesn't necessarily mean centralization; there are good reasons for decentralization. But for us to respond more coherently and more rapidly as a single Agency, we do need more common goals, common standards, and better coordinating and reporting mechanisms. We may be happy doing what we are doing--but it may not be relevant. Mr. Carlucci is ~~looking for some kind of~~ seeking a management information system which will permit him to give the proper guidance.

The DCI MAG paper on "The CIA Personnel System," previously submitted to the DCI, was praised by Mr. Carlucci, who indicated it had been useful to him in sorting out personnel questions. He reviewed briefly some of his recent personnel initiatives--on establishing a more uniform promotion system, creating a secretarial and clerical career service, and reaffirming criteria for enrollment in management and senior officer schools.

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Mr. Carlucci suggested that the DCI MAG could usefully involve itself in the following subjects: contribute to drafting precepts to guide the work of promotion panels, including some precepts that are common to all the directorates; comment on the paper [REDACTED] prepared by the Agency DEGIB task force studying the fitness report procedure; suggest ways to make the EEO program more effective; address the question of Agency priorities--how can priorities be clarified at all levels; and examine the question of risk-taking and dissent--how to preserve (or recover) the traditional willingness of Agency personnel to take chances or express unpopular views. In response to Mr. Carlucci's interest, *An initial effort on risk taking and* the DCI MAG is now working on these topics. A paper reviewing past history and current needs for Agency-wide management systems [REDACTED] have already been prepared and passed to the DDCI

SECRETARIAL/CLERICAL MAG ACTIVITIES

The DCI Secretarial/Clerical Management Advisory Group (S/C MAG) was established by the Director as a result of a recommendation made by a secretarial group with which he met in late 1977. The first meeting of the S/C MAG was held on 20 January 1978, and the first order of business was to draft a Charter, which was approved on 2 March.

The activities of the S/C MAG to date have included

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publishing a Employee Bulletin (HN [REDACTED]) notifying all employees of the S/C MAG's existence; meeting with the Management Advisory Groups in each of the Directorates and the "E" Career Service; providing comments to Agency management on the leave without pay policy for employees accompanying spouses overseas; and commenting on the Agency's EEO Plan. The group is currently offering comments on the Child Care Center Study survey to be conducted by the Agency and preparing comments on the new secretarial/clerical career management panels. Employees who have suggestions or relevant comments on any current S/C MAG issues or other related matters can contact their Directorate representatives or forward them to S/C MAG, [REDACTED] Headquarters.

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NFAC MAG ARRANGES APPROVAL FOR "PARAMEDICS"

One of the points raised by the NFAC MAG in its March meeting with the Director ~~was~~ is the critical time delay that exists while an ambulance is en route to provide after-hours medical assistance. It was noted that there are Agency employees working after normal duty hours who are state-certified "paramedics," but that past efforts to gain approval for them to assist Agency employees with medical emergencies had foundered as a result of medical and legal questions.

As a result of the NFAC MAG initiative, which in turn came from an employee initiative, this question was reopened

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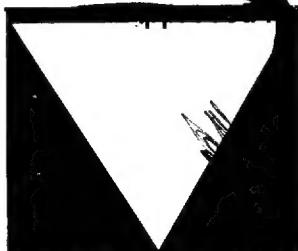
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and favorably resolved. A list of state-certified "paramedics" who are employed by the Agency outside normal duty hours, when our own medical office is normally closed, will be on file with the Office of Security [] and the STATOTHR STATOTHR tions Center []. When an emergency occurs, a paramedic will be notified to render medical assistance while awaiting the arrival of the emergency vehicle. This service could be upgraded at some later date if conditions warrant a more extensive program.

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MAG Newsletter

Published by DCI MAG, 7E13

April 1978

INTRODUCING THE MAG NEWSLETTER

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Prints all green*

This newsletter initiates a series of communications from the DCI Management Advisory Group (MAG) to keep you informed of our activities and our agenda of issues under review.

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During a meeting with the Director of Central Intelligence (DCI) in December 1977, he requested that MAG help him focus on what recurring personnel management problems need to be addressed. This is an area of priority interest to us all, and although MAG's only formal reporting responsibility has been to the DCI, we would like to bring you up to date on the organization and function of the group, advise you of projects that are currently underway, and solicit your cooperation and assistance.

Hopefully, through our mutual effort, we can identify key issues of concern to Agency employees and, where feasible, suggest possible courses of action to senior management during the coming year.

MAG FUNCTIONS

The DCI MAG was established in 1969, at the direction of the DCI, to render an advisory service in identifying and making recommendations about issues and problems arising out of the Agency's organization and practices. The DCI MAG provides direct vertical communication to the Director, outside formal channels but in no way replacing the normal command and staff elements. We serve as a sounding board for management, but also as a mechanism by which ideas, concerns, and recommendations of working level personnel are explored, staffed out, and presented to top management.

Some MAG efforts are self-generated, others are in response to expressed interest or tasking from the DCI or DDCI. Last year, in response to these requests, the DCI MAG undertook the following projects: examined the relative benefits of centralization versus decentralization of RD&E activities, commented on the proposed transfer of OWI and OSI to the DDI, commented on a draft statement of Agency goals, reviewed a paper on personnel policies and procedures presented to the Executive Advisory Group by the DDA, and examined the feasibility of a two-grade promotion policy for grades GS-7 through GS-11. On its own initiative, MAG explored the life insurance programs available to Agency employees and the adequacy of procedures to inform employees of the comparative costs and benefits of the diverse programs.

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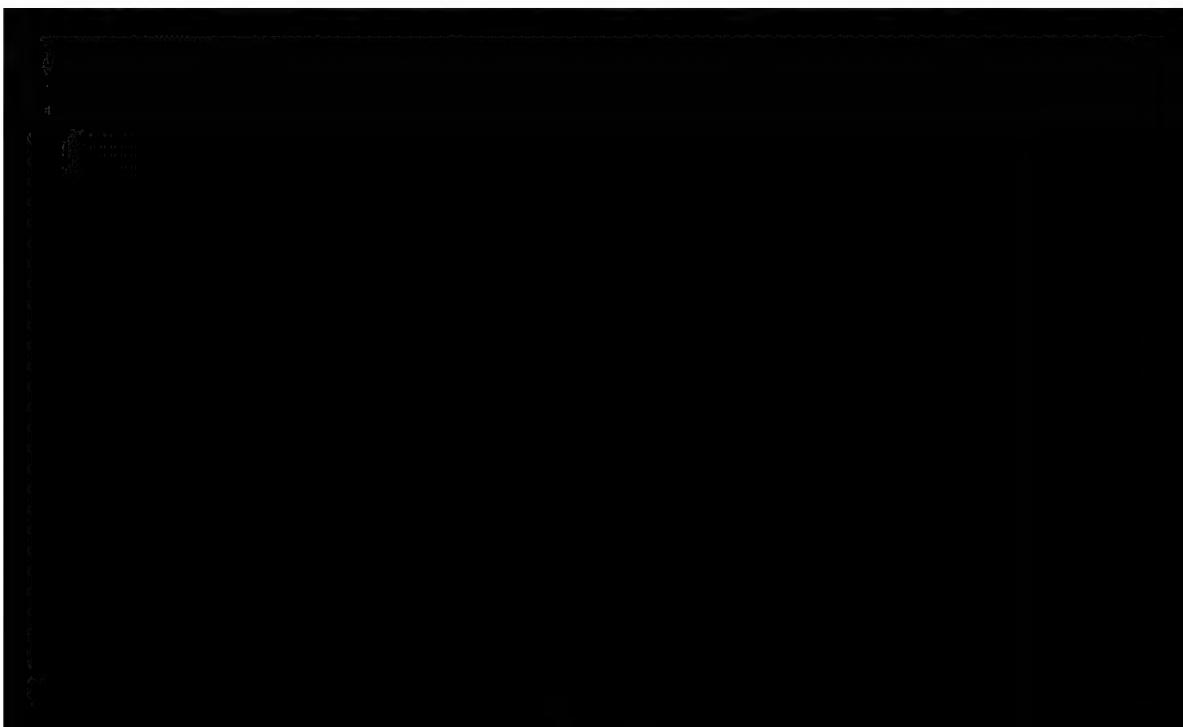
examined policies concerning homosexuality and cohabitation as they relate to selection and retention of employees, and commented on the proposed public tours of the Headquarters area.

Copies of MAG memoranda on these and other subjects are appended to the DCI MAG Annual Report for the period 1 July 1976 – 30 September 1977. This report is available for employee review in [redacted] the Document Reading Room of the Headquarters Library.

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There are comparable Management Advisory Groups in each of the Directorates, and a Secretarial/Clerical MAG has just been formed. We have invited these other MAGs to contribute to future issues of this newsletter.

ORGANIZATION AND MEMBERSHIP

The DCI MAG is composed of fourteen officers—three members from each Directorate and two from the DCI area, all serving a one-year term. Members are selected by their own Directorates and are chosen from GS grades 12 through 16. Until recently, there were overlapping one-year terms whereby every three months one-quarter of the membership was changed. While this overlap provided some sense of continuity, on balance it led to difficulty in establishing group cohesion or identity. In December 1977 MAG recommended and the DCI approved a new charter whereby MAG members now serve concurrent rather than overlapping terms. This change allows members to get to know each other better, improves group dynamics and leadership, and facilitates our developing and implementing a coherent annual program. The term of the current MAG expires 30 September 1978. Current DCI MAG members are:



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OUR CURRENT AGENDA

The DCI MAG has set up working groups to cover three broad areas of concern-- personnel management, operations management, and employee liaison. The principal task of the Personnel Management Working Group is to respond to Adm. Turner's request for our comments and recommendations on the Agency personnel system. An overall paper outlining goals and objectives for a CIA personnel system has already been prepared and forwarded to the Director. We are now working on a series of follow-on papers to flesh out details on selected concepts and recommendations. Employee suggestions concerning changes in the personnel system, or ways to ensure better implementation of the existing system, are desired. The Personnel Management Working Group is also helping to staff out an employee suggestion to establish a "hotline" to provide confidential help to employees suffering from urgent personal problems or stress and who, for whatever reason, prefer not to use the existing Agency services.



The problems are rather clear, but the solutions are elusive; again, your suggestions are welcome. This working group has also responded to a DDA request for comment on a problem that has arisen in the processing of parking violations in the Headquarters compound.

The Employee Liaison Working Group is seeking ways to stimulate and harness the creative imagination and motivation of our employees to make this a more effective Agency and a better place to work. MAG itself is one vehicle for this, and this *MAG Newsletter* is intended to help make MAG a more effective vehicle for generating and staffing out new ideas. Other steps are establishing a mail address so that suggestions may be routed to any of the MAGs, posting names of all MAG members on Agency bulletin boards, and making selected MAG reports available to employees in the Document Reading Room, Headquarters Library.

PLEASE LET US HEAR FROM YOU!

We need your help. If you have a good idea whose time has come, we will staff it out or help you to staff it out and try to get it implemented! We need to know your concerns, and we solicit your views and suggestions and ideas to improve the quality of the Agency's performance. All MAG members will welcome your seeking them out to talk with them. If your idea concerns only one segment of the Agency, rather than the Agency as a whole, it may be more appropriate for you to contact your Directorate MAG or the Secretarial/Clerical MAG; the names of their members will be printed in a future issue of the newsletter.

Written communications to any of the MAGs may be sent to [REDACTED] Headquarters Building. Address it to the DCI, NFAC, DDO, DDA, DDS&T, or Secretarial/Clerical MAG, as seems most appropriate. All communications will be kept confidential if so desired.

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